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# **Introduction to the Incident Command System, I-100, for Federal Disaster Workers (IS-100)**

Facilitator Guide

*May 2004*



FEMA

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# **Lesson 1: ICS Overview**

## **Facilitator Guide**

<b>Lesson Purpose</b>	This lesson introduces students to the Incident Command System (ICS).
<b>Lesson 1 Objectives</b>	<p>After completing this lesson, students should be able to:</p> <ul style="list-style-type: none"><li>▪ Describe how ICS became the standard for emergency management across the country.</li><li>▪ Provide examples of how ICS is interdisciplinary and organizationally flexible.</li></ul>
<b>Estimated Time</b>	30 minutes
<b>Contents</b>	<p>This lesson includes the following sections:</p> <ul style="list-style-type: none"><li>▪ The Incident Command System</li><li>▪ ICS and FEMA</li><li>▪ Lesson Summary</li></ul>
<b>Materials</b>	<ul style="list-style-type: none"><li>▪ Self-Study Guide</li><li>▪ Visuals 1.1 through 1.9</li><li>▪ Projector</li></ul>
<b>Method of Evaluation</b>	Evaluation is accomplished using a course posttest upon completion of all the lessons.

## Lesson Objectives

### Lesson 1 Objectives

At the end of this lesson, you should be able to:

- Describe how ICS became the standard for emergency management across the country.
- Provide examples of how ICS is interdisciplinary and organizationally flexible.

Introduce Lesson 1 by reviewing the lesson objectives.

Tell the students that at the end of this lesson, they should be able to:

- Describe how ICS became the standard for emergency management across the country.
- Provide examples of how ICS is interdisciplinary and organizationally flexible.

## What Is an Incident?

### Types of Incidents

- Fire, both structural and wildfire
- Hazardous materials incidents
- Search and rescue missions
- Oil spills
- Natural disasters
- Terrorist/WMD events

Provide the following explanation of an incident:

An incident is an occurrence, either caused by humans or natural phenomena, that requires action by emergency service personnel to prevent or minimize loss of life or damage to property and/or the environment.

Examples of incidents include:

- Fire, both structural and wildfire.
- Hazardous materials incidents.
- Search and rescue missions.
- Oil spills.
- Natural disasters.
- Terrorist/WMD events.

## The Incident Command System

### What Is ICS?

- Standardized, on-scene, all-hazard incident management concept
- Allows its users to adopt an integrated organizational structure
- Has considerable internal flexibility

Use the information below to tell the students about the Incident Command System.

- Because of today's budget constraints and limited staffing of local, State, and Federal agencies, it's not possible for any one agency to handle all of the management and resource needs for the increasing numbers of incidents nationwide. Local, State, and Federal agencies must work together in a smooth, coordinated effort under the same management system.
- The Incident Command System, or ICS, is a standardized, on-scene, all-hazard incident management concept. ICS allows its users to adopt an integrated organizational structure to match the complexities and demands of single or multiple incidents without being hindered by jurisdictional boundaries.
- ICS has considerable internal flexibility. It can grow or shrink to meet different needs. This flexibility makes it a very cost effective and efficient management approach for both small and large situations.

## History of the Incident Command System

Provide a brief history of the Incident Command System.

- The Incident Command System (ICS) was developed in the 1970s following a series of catastrophic fires in California's urban interface. Property damage ran into the millions, and many people died or were injured. The personnel assigned to determine the causes of this disaster studied the case histories and discovered that response problems could rarely be attributed to lack of resources or failure of tactics.
- Surprisingly, studies found that response problems were far more likely to result from inadequate management than from any other single reason.

### Weaknesses Addressed by ICS

- Lack of personnel accountability
- Poor communication
- Lack of an orderly, systematic planning process
- No common, flexible, predesigned management structure
- No predefined methods to integrate interagency requirements

Point out that weaknesses in incident management were often due to:

- Lack of personnel accountability, including unclear chains of command and supervision.
- Poor communication, because of inefficient uses of available communications systems and conflicting codes and terminology.
- Lack of an orderly, systematic planning process.
- No common, flexible, predesigned management structure that enables commanders to delegate responsibilities and manage workloads efficiently.
- No predefined methods to integrate interagency requirements into the management structure and planning process effectively.

## History of the Incident Command System (Continued)

Explain that a poorly managed incident response can be devastating to our economy, the food supply, and our health and safety. With so much at stake, we must effectively manage our response efforts. The Incident Command System, or ICS, allows us to do so. ICS is a proven management system based on successful business practices. This course introduces the students to ICS and the vital role that they can play.

## ICS Built on Best Practices

### ICS is . . .

- A proven management system based on successful business practices.
- The result of decades of lessons learned in the organization and management of emergency incidents.

Point out that ICS is:

- A proven management system based on successful business practices.
- The result of decades of lessons learned in the organization and management of emergency incidents.

Tell the students that this system represents organizational "best practices," and has become the standard for emergency management across the country.

## What ICS Is Designed To Do

### What ICS Is Designed To Do

- Meet the needs of incidents of any kind or size
- Allow personnel to meld rapidly into a common management structure
- Provide logistical and administrative support to operational staff
- Be cost effective

Explain that designers of the system recognized early that ICS must be interdisciplinary and organizationally flexible to:

- Meet the needs of incidents of any kind or size.
- Allow personnel from a variety of agencies to meld rapidly into a common management structure.
- Provide logistical and administrative support to operational staff.
- Be cost effective by avoiding duplication of efforts.

Tell the students that ICS has been tested in more than 30 years of emergency and non-emergency applications, by all levels of government and in the private sector.

### Activity: Identifying Management Challenges

**Purpose:** The purpose of this activity is to provide an opportunity for the students to identify management challenges at an incident.

**Instructions:** Follow the steps below to conduct this activity.

1. Assign the students to small groups of five or six.
2. Direct the students to page 1-5 in the Self-Study Guide.
3. Ask the students to read the scenario and develop a list of management challenges presented in the scenario.
4. Allow the groups 10 minutes to complete the exercise.
5. When all are finished, ask several groups to select a spokesperson to present their challenges to the class.
6. Facilitate a class discussion of the challenges, soliciting challenges from the class and adding from your personal experiences.
7. Summarize the discussion by reminding the class that ICS:
  - Allows personnel from a variety of agencies to meld rapidly into a common management structure.
  - Is cost effective and ensures that resources are deployed where most needed.
  - Provides the logistical and administrative support to ensure that operational staff can meet incident needs.



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**Activity Answer Key: Identifying Management Challenges**

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**Scenario:**

Severe flooding has struck southern Illinois. Hundreds of people have been displaced. Many homes have been destroyed, and their owners are living in shelters. Flood waters have interrupted critical services in many areas, contaminating water supplies and sewage treatment facilities, downing power lines, and damaging roads and bridges.

Crops have been destroyed, and hundreds of cattle, pigs, and chickens have drowned. Farmers are pleading for help in relocating livestock that has survived the flood.

Because the flooding is widespread, local communities have not been able to rely on mutual aid agreements from neighboring jurisdictions. The State is providing resources where it can, but because the damage covers such a wide area, State resources have been overwhelmed quickly.

The Governor has requested that six counties in the flood area be declared a major disaster. The President has signed the disaster declaration, which allows FEMA to provide Federal assistance in support of the State.

**What management challenges does this scenario present that could be addressed by using ICS?**

**Correct Answers:**

Using ICS to manage this response could help to:

- Manage multiagency and multijurisdictional resources (including Federal, State, and local personnel) assigned throughout the disaster area.
- Complete a rapid assessment of life-sustaining needs and damage to critical infrastructure.
- Meet incident objectives, such as providing disaster housing and resources to State and local governments.
- Handle the logistics to locate and equip facilities.
- Assist with recovery issues, such as cleanup and rebuilding of damaged businesses and reemployment.

## Application for the Use of ICS

### ICS Applications

- Routine or planned events
- Fires, hazardous materials, and multicasualty incidents
- Multijurisdiction and multiagency disasters
- Search and rescue missions
- Biological pest eradication programs
- Biological outbreaks and disease containment
- Acts of terrorism

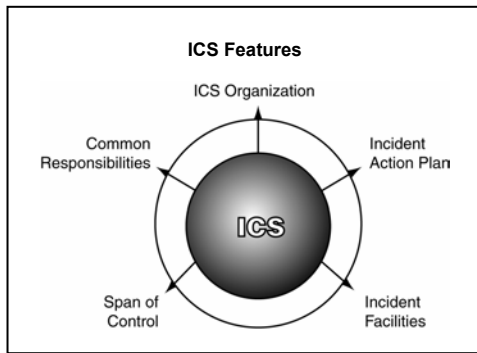
Explain that applications for the use of ICS have included:

- Routine or planned events (e.g., celebrations, parades, and concerts).
- Fires, hazardous materials, and multicasualty incidents.
- Multijurisdiction and multiagency disasters, such as earthquakes, hurricanes, floods, and winter storms.
- Search and rescue missions.
- Biological pest eradication programs.
- Biological outbreaks and disease containment.
- Acts of terrorism.

## ICS Features

Tell the students that in this course, they will learn about the following ICS features:

- ICS Organization
- Incident Facilities
- Incident Action Plan
- Span of Control
- Common Responsibilities



*Above: ICS graphic with arrows pointing to each of the five features: ICS Organization, Incident Action Plan, Incident Facilities, Span of Control, and Common Responsibilities.*

**Group Discussion: ICS Applications**

**Purpose:** The purpose of this discussion is to allow the students to share their experiences in using ICS.

**Instructions:** Follow the steps below to facilitate this discussion.

1. Ask each of the questions below. After each question, encourage the students to share their experiences—both good and bad—in using ICS.
2. Facilitate a class discussion around the students' responses. Be sure to point out how ICS could improve response issues.

**Questions:**

- Can someone provide an example of how they've applied ICS at a non-emergency event? What were the advantages of using ICS for that event?
- Can someone provide an example of an incident in which ICS principles were not followed? How could the response have been improved if the principles of ICS had been followed?

**Lesson Summary****Lesson 1 Summary**

- ICS is used as a standardized management tool.
- Identification of areas of management weakness resulted in the development of ICS.
- ICS represents organizational "best practices."
- ICS must be interdisciplinary and organizationally flexible.
- Applications of ICS have included planned events, natural disasters, and acts of terrorism.

Summarize this lesson by explaining that it addressed how:

- ICS is used as a standardized management tool designed to allow its users to adopt an integrated organizational structure flexible enough to meet the demands of small or large emergency or non-emergency situations.
- Identification of areas of management weakness resulted in the development of ICS.
- ICS represents organizational "best practices," and has become the standard for emergency management across the country.
- Designers of ICS recognized early that it must be interdisciplinary and organizationally flexible.
- Applications of ICS have included planned events, natural disasters, and acts of terrorism.

**Next Lesson**

Transition to the next lesson by telling the students that they will learn about the ICS organization and be introduced to the Incident Commander and Command Staff.

# **Lesson 2: ICS Organization— Part 1**

## **Facilitator Guide**

<b>Lesson Purpose</b>	This lesson introduces the students to the organizational structure of ICS.
<b>Lesson 2 Objectives</b>	<p>After completing this lesson, students should be able to:</p> <ul style="list-style-type: none"><li>▪ Identify the organizational structure of ICS.</li><li>▪ Identify five major management functions.</li><li>▪ Determine whether the principle of span of control has been applied properly in a scenario.</li><li>▪ Describe the purpose of unique position titles in ICS.</li><li>▪ Determine the roles and responsibilities of the Incident Commander and Command Staff.</li></ul>
<b>Estimated Time</b>	30 minutes
<b>Contents</b>	<p>This lesson includes the following sections:</p> <ul style="list-style-type: none"><li>▪ ICS Organization</li><li>▪ ICS Organizational Structure</li><li>▪ ICS Position Titles</li><li>▪ Roles and Responsibilities</li><li>▪ Command Staff Positions</li><li>▪ Lesson Summary</li></ul>
<b>Materials</b>	<ul style="list-style-type: none"><li>▪ Self-Study Guide</li><li>▪ Visuals 2.1 through 2.17</li><li>▪ Projector</li></ul>

## Lesson Objectives

### Lesson 2 Objectives

At the end of this lesson, you should be able to:

- Identify the organizational structure of ICS.
- Identify five major management functions.
- Determine whether the principle of span of control has been applied properly in a scenario.
- Describe the purpose of unique position titles in ICS.
- Determine the roles and responsibilities of the Incident Commander and Command Staff.

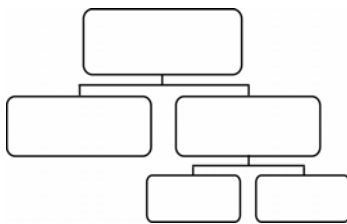
Introduce Lesson 2 by reviewing the lesson objectives.

Tell the students that at the end of this lesson, they should be able to:

- Identify the organizational structure of ICS.
- Identify five major management functions.
- Determine whether the principle of span of control has been applied properly in a scenario.
- Describe the purpose of unique position titles in ICS.
- Determine the roles and responsibilities of the Incident Commander and Command Staff.

## Understanding the ICS Organization

### Understanding the ICS Organization



Above: Blank organizational chart.

Explain that there is no correlation between the ICS organization and the administrative structure of any single agency or jurisdiction. This is deliberate, because confusion over different position titles and organizational structures has been a significant stumbling block to effective incident management in the past.

Provide the following explanation:

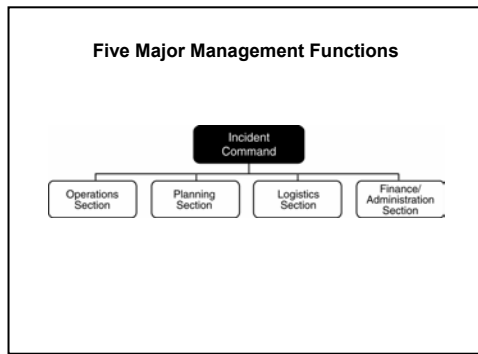
FEMA has an Office of Information Technology Services. This office has no relationship to the position of Communication Unit Leader in ICS, which is responsible for the hardware that the ICS organization uses to communicate.

## Performance of Management Functions

Tell the students that every incident or event requires that certain management functions be performed. The problem must be identified and assessed, a plan to deal with it developed and implemented, and the necessary resources procured and paid for.

Stress that regardless of the size of the incident, these management functions still will apply.

## Five Major Management Functions



Above: Incident Command organizational chart showing four subordinate management functions: Operations Section, Planning Section, Logistics Section, and Finance/Administration Section.

Tell the students that there are five major management functions that are the foundation upon which the ICS organization develops. These functions apply whether you are handling a routine emergency, organizing for a major non-emergency event, or managing a response to a major disaster.

Point out the five major management functions outlined on the visual.

## Management Function Descriptions

Continue displaying above visual

Provide a brief description of each ICS function:

- **Incident Command:** Sets the incident objectives, strategies, and priorities and has overall responsibility at the incident or event.
- **Operations:** Conducts tactical operations to carry out the plan. Develops the tactical objectives and organization, and directs all tactical resources.
- **Planning:** Prepares and documents the Incident Action Plan to accomplish the objectives, collects and evaluates information, maintains resource status, and maintains documentation for incident records.
- **Logistics:** Provides support, resources, and all other services needed to meet the operational objectives.
- **Finance/Administration:** Monitors costs related to the incident. Provides accounting, procurement, time recording, and cost analyses.



**Activity: ICS Management Functions**

**Purpose:** The purpose of this activity is to illustrate how ICS can be used for any type of incident.

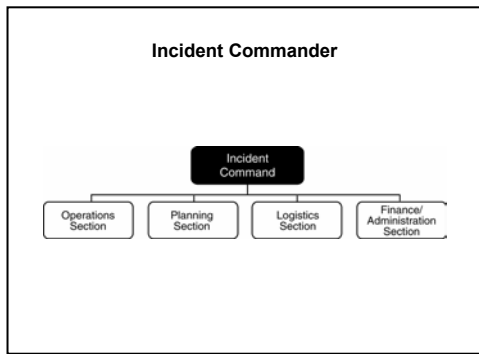
**Instructions:** Follow the steps below to conduct this activity.

1. Ask the students to turn to the activity on page 2-4 of the Self-Study Guide.
2. Explain that the ICS management functions can be applied to an event as common as planning a vacation.
3. Ask the students to work in their table groups to plan a vacation using the ICS management functions. Tell the group to complete the table on page 2-4.
4. Allow 10 minutes for the groups to complete this activity.
5. When all groups have finished, facilitate an interactive question-and-answer session on which ICS management functions would complete key tasks. Allow for class discussion on areas of disagreement and make suggestions based on your experience using ICS.

**Activity Answer Key: ICS Management Functions****Possible Answers:**

<b>ICS Management Function</b>	<b>Vacation Activity</b>
Incident Command	Establish a budget and select the destination.
Operations	Select the method of travel, determine the route to the destination, and operate the vehicle.
Planning	Find the most expedient route to the destination, determine whether there is any current road construction or other obstacles, and determine how many miles will be traveled.
Logistics	Arrange for transportation, fuel, lodging, and food.
Finance/Administration	Pay for the trip.

## Incident Commander

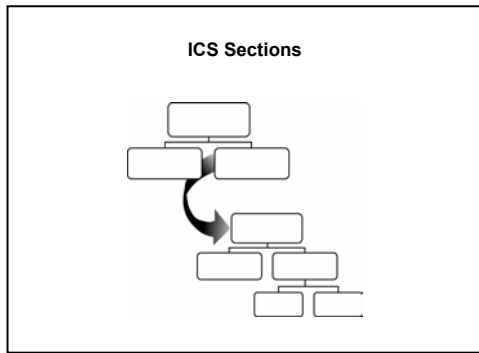


Above: Incident Command organizational chart showing four subordinate management functions: Operations Section, Planning Section, Logistics Section, and Finance/Administration Section.

Explain that during small incidents and events, one person, the Incident Commander, may accomplish all five management functions. In fact, the Incident Commander is the only position that is always staffed in ICS applications.

Point out that large incidents or events may require that these functions be set up as separate Sections within the organization.

## ICS Sections

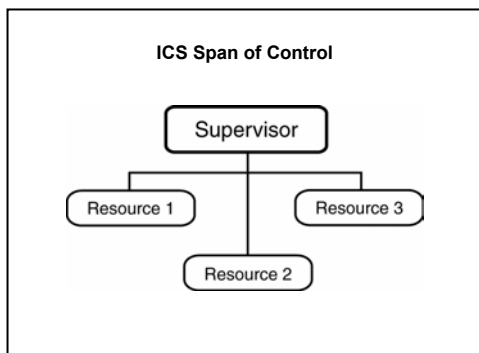


Above: Graphic representing an expanding organizational chart.

Tell the students that each of the primary ICS Sections may be subdivided as needed. The ICS organization has the capability to expand or contract to meet the needs of the incident.

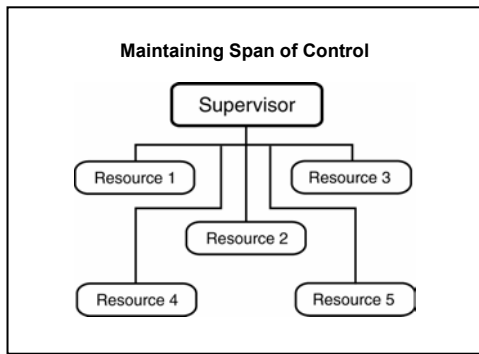
Explain that a basic ICS operating guideline is that the person at the top of the organization is responsible until the authority is delegated to another person. Thus, on smaller incidents when these additional persons are not required, the Incident Commander will personally accomplish or manage all aspects of the incident organization.

## ICS Span of Control



Above: Organizational chart showing three resources reporting to one supervisor.

Explain that span of control pertains to the number of individuals or resources that one supervisor can manage effectively during emergency response incidents or special events. Maintaining an effective span of control is particularly important on incidents where safety and accountability are a top priority.

**Maintaining Span of Control**

*Above: Organizational chart showing five resources reporting to one supervisor.*

Stress that maintaining adequate span of control throughout the ICS organization is very important.

Explain that effective span of control on incidents may vary from three (3) to seven (7), **but a ratio of one (1) supervisor to five (5) reporting elements is recommended.**

Tell the students that if the number of reporting elements falls outside of these ranges, expansion or consolidation of the organization may be necessary. There may be exceptions, usually in lower-risk assignments or where resources work in close proximity to each other.

**ICS Position Titles****ICS Position Titles**

- Provide a common standard for all users.
- Distinct titles allow for filling positions with the most qualified individuals.
- Useful when requesting personnel.

Provide the following key points about ICS Position Titles.

To maintain span of control, the ICS organization can be divided into many levels of supervision. At each level, individuals with primary responsibility positions have distinct titles. Using specific ICS position titles serves three important purposes:

1. Titles provide a common standard for all users. For example, if one agency uses the title Branch Chief, another Branch Director, etc., this lack of consistency can cause confusion at the incident.
2. The use of distinct titles for ICS positions allows for filling these positions with the most qualified individuals rather than by seniority.
3. Standardized position titles are useful when requesting qualified personnel. For example, in deploying personnel, it is important to know if the positions needed are Unit Leaders, clerks, etc.

**Supervisory Position Titles**

Refer the students to page 2-8 of the Self-Study Guide, and explain that the titles for all supervisory levels of the organization are shown there.

## ICS Organization Components

## ICS Organizational Components

- Section
- Division
- Group
- Branch
- Task Force
- Strike Team
- Single Resource

Review the following definitions of the ICS organizational components.

- **Section:** The organizational levels with responsibility for a major functional area of the incident (e.g., Operations, Planning, Logistics, Finance/Administration). The person in charge of each Section is designated as a Chief.
- **Division:** Used to divide an incident geographically. The person in charge of each Division is designated as a Supervisor.
- **Group:** Used to describe functional areas of operations. The person in charge of each Group is designated as a Supervisor.
- **Branch:** Used when the number of Divisions or Groups extends the span of control. Can be either geographical or functional. The person in charge of each Branch is designated as a Director.
- **Task Force:** A combination of mixed resources with common communications operating under the direct supervision of a Task Force Leader.
- **Strike Team:** A set number of resources of the same kind and type with common communications operating under the direct supervision of a Strike Team Leader.
- **Single Resource:** May be individuals, a piece of equipment and its personnel complement, or a crew or team of individuals with an identified supervisor that can be used at an incident.

**Activity: ICS Operations Guidelines**

**Purpose:** The purpose of this activity is to provide the opportunity for the students to determine whether span of control has been applied correctly in a scenario.

**Instructions:** Follow the steps below to conduct this activity.

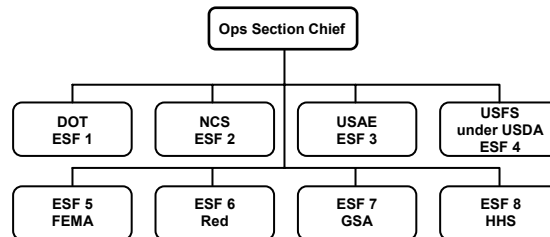
1. Ask the students to turn to the activity on page 2-10 of the Self-Study Guide.
2. Allow the students time to read the first scenario. Then ask the group whether the scenario is consistent with the guideline of span of control.
3. If necessary, remind the group that an effective span of control is between three (3) and seven (7) reporting elements per supervisor and that five (5) reporting elements is recommended.
4. Repeat the process described above for Scenario 2, asking whether Scenario 2 is consistent with the guidelines for delegation of authority.
5. Answer any questions the students have before continuing.

## Activity Answer Key: ICS Operating Guidelines

## Correct Answers:

## Scenario 1:

As the response to the Illinois flooding got underway, multiple Federal agencies were activated to assist. Currently, there are eight Emergency Support Functions (ESFs) reporting to the Operations Section Chief.



Above: Organizational chart showing eight units reporting to the Operations Section Chief.

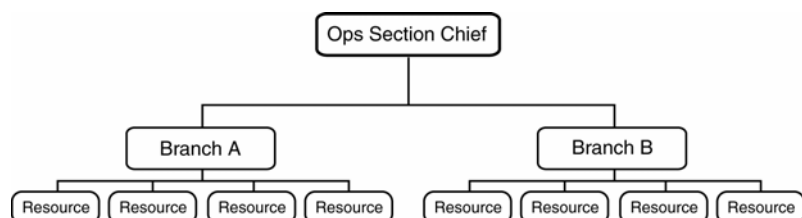
**Is the situation consistent with the basic ICS operating guideline for span of control?**

- ☐ Yes  
☒ No

The situation is **not** consistent with the basic ICS operating guideline for span of control. The Operations Section Chief should have appointed branch directors to accommodate the increased number of personnel.

Effective span of control on incidents may vary from three (3) to seven (7), but a **ratio of one (1) supervisor to five (5) reporting elements is recommended**. If the number of reporting elements falls outside of these ranges, expansion or consolidation of the organization may be necessary.

The organizational chart below shows how the Operations Section Chief can maintain an effective span of control.



Above: Organizational chart showing two branches under the Operations Section Chief, each having four resources underneath.



**Activity Answer Key: ICS Operating Guidelines  
(Continued)****Scenario 2:**

Because of the size of the incident, the Ops Section Chief has appointed a Deputy Ops Section Chief and delegated the authority for coordinating requests for resources from the state.

**Is the situation consistent with the basic ICS operating guideline for delegation of authority?**

- ☒ **Yes**  
☐ **No**

The situation **is** consistent with the basic ICS operating guideline for delegation of authority. The Operations Section Chief can delegate authority to the Deputy.

The person at the top of the ICS organization is responsible until the authority is delegated to another person. Thus, on larger incidents where additional persons are required, the Section Chief or Incident Commander can delegate authority to accomplish or manage all operational aspects of the incident organization.

**Incident Commander's Overall Role****Incident Commander's Role**

- Has overall responsibility for managing the incident
- Must be fully briefed
- Should have a written delegation of authority

Personnel assigned by the Incident Commander have the authority of their assigned positions.

Provide the following key points about the Incident Commander's overall role:

- The Incident Commander has overall responsibility for managing the incident.
- The Incident Commander must be fully briefed and should have a written delegation of authority. Initially, assigning tactical resources and overseeing operations will be under the direct supervision of the Incident Commander.

Personnel assigned by the Incident Commander have the authority of their assigned positions, even if it's not the same authority that they have at home.

**Incident Commander Responsibilities****Incident Commander Responsibilities**

- Ensuring incident safety
- Providing information to internal and external stakeholders
- Maintaining liaison with other agencies

Provide the following key points about the Incident Commander's responsibilities. In addition to having overall responsibility for managing the entire incident, the Incident Commander:

- Has responsibility for ensuring incident safety, providing information services to internal and external stakeholders, and establishing and maintaining liaison with other agencies participating in the incident.
- May have one or more Deputies from the same agency or from other agencies or jurisdictions. Deputy Incident Commanders must be as qualified as the Incident Commander.

**Selecting and Changing Incident Commanders**

Explain that as incidents expand in size, change in jurisdiction or discipline, or become more complex, command may change to a more experienced Incident Commander.

Point out that rank, grade, and seniority are not the factors used to select the Incident Commander. The Incident Commander is always a highly qualified individual trained to lead the incident response.

Tell the students that transfer of command at an incident always requires that there be a full briefing for the incoming Incident Commander and notification to all personnel that a change in command is taking place.

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**Activity: Roles and Responsibilities**

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**Purpose:** The purpose of this activity is to provide the students with the opportunity to distinguish the roles and responsibilities of the Incident Commander.

**Instructions:** Follow the steps below to conduct this activity.

1. Ask the students to turn to the activity on page 2-15 of the Self-Study Guide.
2. Allow the students time to read Scenario 1. Then, ask who would oversee operations before appointing an Operations Section Chief.
3. If necessary, remind the group that the Incident Commander is responsible for assigning tactical resources before an Operations Section Chief is appointed.
4. Repeat the process described above for Scenario 2, asking what action took place with the transfer of command.
5. Answer any questions the students have before continuing.

**Activity Answer Key: Roles and Responsibilities****Correct Answers:****Scenario 1:**

Prior to the Operations Section Chief being appointed, assigning tactical resources and overseeing operations was under the direct supervision of the person with overall responsibility for managing the incident.

**Prior to the Operations Section Chief being appointed, who had responsibility for assigning tactical resources and overseeing operations?**

- ☐ Group Supervisor
- ☒ **Incident Commander**
- ☐ Branch Director

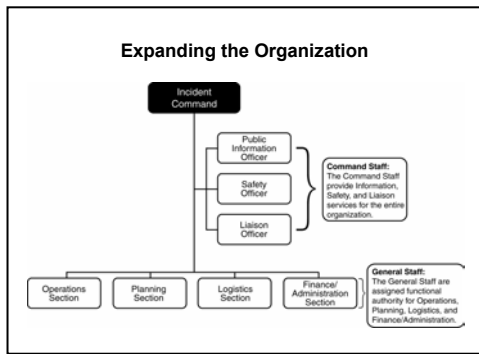
**Scenario 2:**

As the incident became more complex, command was transferred to a more experienced Incident Commander. Transfer of command at the incident required notification to all personnel that a transfer in command was taking place.

**What other action was required when the transfer of command took place?**

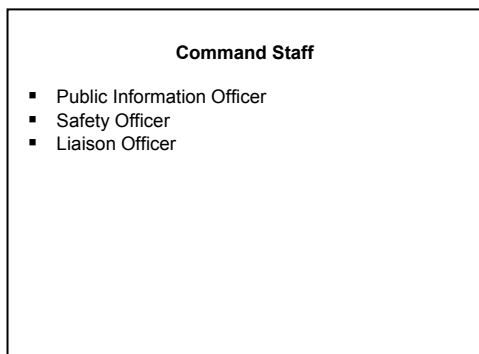
- ☒ **There was a full briefing for the incoming Incident Commander.**
- ☐ Staff members were directed to develop a written Incident Action Plan.
- ☐ A Deputy Incident Commander was appointed.

## Expanding the Organization



Above: Incident Command organizational chart showing the Command Staff: Public Information Officer, Safety Officer, and Liaison Officer, and the General Staff: Operations Section, Planning Section, Logistics Section, and Financial/Administration Section.

## Command Staff



Tell the students that depending upon the size and type of incident or event, it may be necessary for the Incident Commander to designate personnel to provide information, safety, and liaison services for the entire organization. In ICS, these personnel make up the Command Staff and consist of the:

- **Public Information Officer**, who serves as the conduit for information to internal and external stakeholders, including the media or other organizations seeking information directly from the incident or event.
- **Safety Officer**, who monitors safety conditions and develops measures for assuring the safety of all assigned personnel.
- **Liaison Officer**, who serves as the primary contact for supporting agencies assisting at an incident.

**Command Staff**
**PIO Responsibilities**

- Advise the Incident Commander on information dissemination and media relations
- Serve as the primary contact for anyone who wants information
- Serve external audience and internal audience
- Obtain information from the Planning Section
- Coordinate with other public information staff
- Obtain information from the community, the media, and others

Point out that the Public Information Officer reports directly to the Incident Commander. Some of the responsibilities of the Public Information Officer include:

- Advising the Incident Commander on issues related to information dissemination and media relations.
- Serving as the primary contact for anyone who wants information about the incident and the response to it.
- Serving both an external audience, through the media, and an internal audience, including both incident staff and agency personnel.
- Coordinating with other public information staff to ensure that confusing or conflicting information is not issued.
- Obtaining information from the Planning Section, since the Planning Section is gathering intelligence and other information pertinent to the incident.
- Obtaining information from the community, the media, and others, and providing that information to the Planning Section Chief and the Incident Commander.

Stress that accurate information is essential. In the end, the Incident Commander will approve all information that the Public Information Officer releases. During a complex incident, several Assistant Public Information Officers will assist the lead Public Information Officer.

**Command Staff: Safety Officer**
**Safety Officer Responsibilities**

- Ensures responder safety
- Advises the Incident Command on safety issues.
- Minimizes employee risk

Provide the following description of the Safety Officer's role:

- Ensures the safety of all responders.
- Advises the Incident Commander on issues regarding incident safety.
- Minimizes employee risk by promoting safe driving, eliminating tripping hazards, ensuring safe food handling, etc.

**Command Staff: Liaison Officer****Liaison Officer Responsibilities**

- Gathers information about support agencies
- Coordinates for agencies not in command structure
- Provides briefings and answers questions

Provide the following description of the Liaison Officer's role:

- Gathers information about agencies that are supporting the incident.
- Serves as a coordinator for agencies that are not represented in the Command Structure.
- Provides briefings and answers questions from supporting agencies about the operation.



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**Activity: Command Staff Positions**

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**Purpose:** The purpose of this activity is to illustrate how the information in this lesson applies to a Federal response.

**Instructions:** Follow the steps below to conduct this activity:

1. Facilitate a class discussion about the ICS Command staff positions as they relate to a Federal response (e.g., Incident Commander = the Federal Coordinating Officer.)
2. Talk about the differences in the roles and responsibilities (e.g., the Public Information Officer in a Federal response would oversee Community Relations and Congressional Affairs).
3. Answer any questions that the students have about the similarities and differences between ICS and the Federal response organization.

**Lesson Summary****Lesson 2 Summary**

This lesson addressed the:

- Organizational structure of ICS.
- Five major management functions.
- Principle of span of control.
- Use of position titles.
- Roles and responsibilities of the Incident Commander and Command Staff.
- Selection and transfer of Incident Commanders.

Summarize this lesson by explaining that it addressed the:

- Organizational structure of ICS.
- Five major management functions.
- Principle of span of control.
- Use of position titles.
- Roles and responsibilities of the Incident Commander and Command Staff.
- Selection and transfer of Incident Commanders.

**Next Lesson**

Point out that the next lesson will provide an introduction to the General Staff and the expansion and contraction of the ICS organization.

# **Lesson 3: ICS Organization— Part 2**

## **Facilitator Guide**

<b>Lesson Purpose</b>	This lesson provides an explanation about the ICS general staff and changes within the ICS organization.
<b>Lesson 3 Objectives</b>	<p>After completing this lesson, students should be able to:</p> <ul style="list-style-type: none"><li>▪ Describe the roles and responsibilities of the General Staff.</li><li>▪ Determine when it is appropriate to expand and contract the ICS organization.</li></ul>
<b>Estimated Time</b>	30 minutes
<b>Contents</b>	<p>This lesson includes the following sections:</p> <ul style="list-style-type: none"><li>▪ General Staff</li><li>▪ Operations Section</li><li>▪ Planning Section</li><li>▪ Logistics Section</li><li>▪ Finance/Administration Section</li><li>▪ Lesson Summary</li></ul>
<b>Materials</b>	<ul style="list-style-type: none"><li>▪ Self-Study Guide</li><li>▪ Visuals 3.1 through 3.28</li><li>▪ Projector</li></ul>

## Lesson Objectives

### Lesson 3 Objectives

At the end of this lesson, you should be able to:

- Describe the roles and responsibilities of the General Staff.
- Determine, when it is appropriate to expand and contract the ICS organization.

Introduce Lesson 3 by reviewing the lesson objectives.

Tell the students that at the end of this lesson, they should be able to:

- Describe the roles and responsibilities of the General Staff.
- Determine when it is appropriate to expand and contract the ICS organization.

## Understanding the General Staff

### Understanding the General Staff

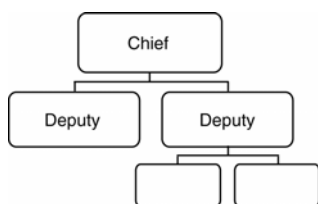


Above: ICS organizational chart with the four General Staff functions highlighted: Operations Section, Planning Section, Logistics Section, and Finance/Administration Section.

Explain that expansion of the incident may also require the delegation of authority for the performance of the other management functions. Point out that the people who perform the other four management functions are designated as the General Staff. The **General Staff** is made up of four **Sections**: Operations, Planning, Logistics, and Finance/Administration.

## ICS Section Chiefs and Deputies

### ICS Section Chiefs and Deputies



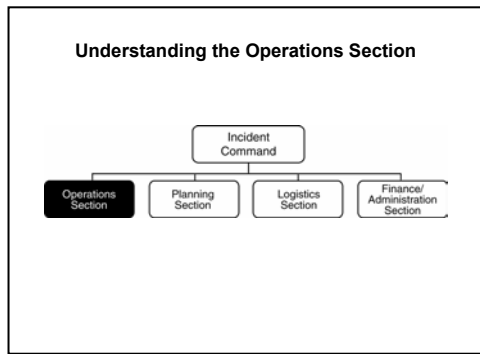
Above: ICS section organizational chart with a Chief and two Deputies.

Tell the students that the person in charge of each Section is designated as a Chief. Section Chiefs have the ability to expand their Sections to meet the needs of the situation. Each of the Section Chiefs may have a Deputy, or more than one, if necessary. The Deputy:

- May assume responsibility for a specific portion of the primary position, work as relief, or be assigned other tasks.
- Should always be as proficient as the person for whom he or she works.

Stress that in large incidents, especially where multiple disciplines or jurisdictions are involved, the use of Deputies from other organizations can greatly increase interagency coordination.

## Understanding the Operations Section



Above: ICS organizational chart with Operations Section highlighted.

Explain that until Operations is established as a separate Section, the Incident Commander has direct control of tactical resources. The Incident Commander will determine the need for a separate Operations Section at an incident or event. When the Incident Commander activates the Operations Section, he or she will assign an individual to be the Operations Section Chief.

## Operations Section Chief

### Operations Section Chief Role

- Develop and manage the Operations Section
- Develops and implements strategies and tactics
- Work very closely with other members of the Command and General Staff to coordinate tactical activities

Explain that the roles of the Operations Section Chief include:

- Developing and managing the Operations Section to accomplish the incident objectives set by the Incident Commander. The Operations Section Chief is normally the person with the greatest technical and tactical expertise in dealing with the problem at hand.
- Responsibility for developing and implementing strategies and tactics to carry out the incident objectives. The Operations Section Chief's responsibilities include organizing, assigning, and supervising all of the tactical field resources assigned to an incident, including air operations and those resources in a staging area.
- The Operations Section Chief works very closely with other members of the Command and General Staff to coordinate tactical activities.

## Operations Section: Maintaining Span of Control

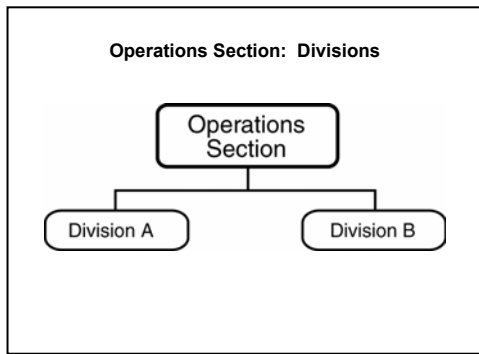
### Maintaining Span of Control

- **Divisions** are used to divide an incident geographically.
- **Groups** are used to describe functional areas of operation.
- **Branches** are used when the number of Divisions or Groups extends the span of control and can be either geographical or functional.

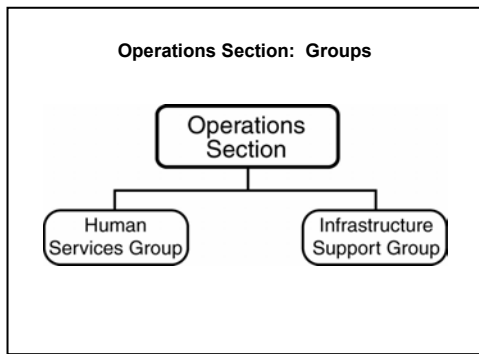
Explain that the Operations function is where the tactical fieldwork is done. Therefore, most incident resources are assigned to the Operations Section. Often, the most hazardous activities are carried out there. Because of this, it is necessary to monitor carefully the number of resources that report to any one supervisor. Point out that the following supervisory levels can be added to help manage span of control:

- **Divisions** are used to divide an incident geographically.
- **Groups** are used to describe functional areas of operation.
- **Branches** are used when the number of Divisions or Groups extends the span of control and can be either geographical or functional.

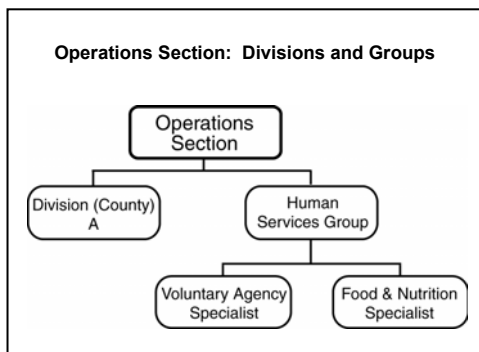
## Operations Section: Divisions and Groups



Above: Operations Section organizational chart with Division A and Division B.



Above: Operations Section organizational chart with Human Services Group and Infrastructure Support Group subordinate to the Operations Section.



Above: An Operations Section organizational chart with Division (County) A and Human Services Group subordinate to the Operations Section. Voluntary Agency Specialist and Food and Nutrition Specialist report to the Human Services Group.

Provide the following key points about Divisions:

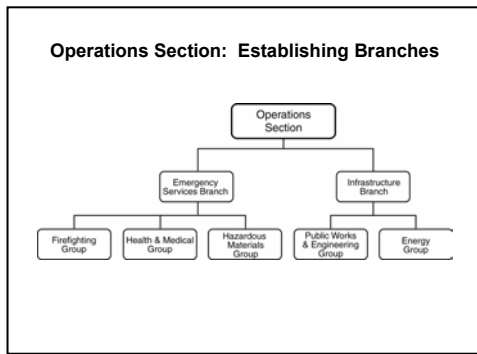
- Divisions are used to divide an incident **geographically**. The person in charge of each Division is designated as a **Supervisor**. How the area is divided is determined by the needs of the incident.
- The most common way to identify Divisions is by using alphabet characters (A, B, C, etc.). Other identifiers may be used as long as Division identifiers are known by assigned responders.
- The important thing to remember about ICS Divisions is that they are established to **divide an incident into geographical areas of operation**.

Provide the following key points about Groups:

- Groups are used to describe **functional** areas of operation. The person in charge of each Group is designated as a **Supervisor**.
- The kind of Group to be established will also be determined by the needs of an incident. Groups are normally labeled according to the job that they are assigned (e.g., Human Services Group, Infrastructure Support Group, etc.). Groups will work wherever their assigned task is needed and are not limited geographically.

Point out that Divisions and Groups can be used together on an incident. Divisions and Groups are at an equal level in the organization. One does not supervise the other. When a Group is working within a Division on a special assignment, Division and Group Supervisors must closely coordinate their activities.

## Operations Section: Establishing Branches



Above: Operations Section organization chart with Emergency Services Branch and Infrastructure Branch subordinate to the Operations Section. The Firefighting Group, Health & Medical Group, and Hazardous Materials Group report to the Emergency Services Branch. The Public Works & Engineering Group and Energy Group report to the Infrastructure Branch.

Explain that if the number of Divisions or Groups exceeds the span of control, it may be necessary to establish another level of organization within the Operations Section, called **Branches**. The person in charge of each Branch is designated as a **Director**. Deputies may also be used at the Branch level. Branches can be divided into Groups or Divisions—or can be a combination of both.

While span of control is a common reason to establish Branches, additional considerations may also indicate the need to use these Branches, including:

- **Multidiscipline Incidents.** Some incidents have multiple disciplines involved (e.g., Firefighting, Health & Medical, Hazardous Materials, Public Works & Engineering, Energy, etc.) that may create the need to set up incident operations around a functional Branch structure.
- **Multijurisdiction Incidents.** In some incidents it may be better to organize the incident around jurisdictional lines. In these situations, Branches may be set up to reflect jurisdictional boundaries.
- **Very Large Incidents.** Very large incidents may be organized using geographic or functional Branches.

## Managing the Operations Section

Tell the students that during an incident, there may be hundreds of resources deployed to the Operations Section, and the Operations Section Chief cannot manage all of these resources directly. Trying to do so would result in inefficient resource management at best, and personal injury at worst. While there are a number of ways to use field resources, the Operations Section Chief might decide to use Branches for each agency, as well as Groups, to organize resources and maintain the recommended span of control of one supervisor to five resources.

Remind the students that it can be a big job and with all of the tactics often needed at an incident, the Operations Section Chief must depend on Branch Directors. He or she also depends on the General Staff for support.



## Operations Section: Expanding and Contracting

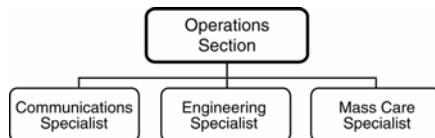
## Expanding and Contracting

- **Task Forces:** Mixed resources with common communications operating
- **Strike Teams:** A set number of resources of the same kind and type with common communications
- **Single Resources:** Individuals, a piece of equipment and its personnel complement, or a crew or team of individuals

Explain that the organization within the Operations Section reflects the objectives established by the Incident Commander. The Operations organization usually develops from the bottom up and may include:

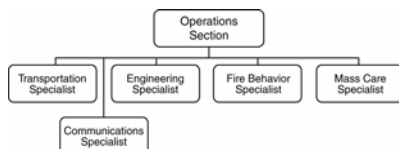
- **Task Forces:** A combination of mixed resources with common communications operating under the direct supervision of a Task Force Leader.
- **Strike Teams:** A set number of resources of the same kind and type with common communications operating under the direct supervision of a Strike Team Leader.
- **Single Resources:** May be individuals, a piece of equipment and its personnel complement, or a crew or team of individuals with an identified supervisor.

## Operations Section: Expanding



Above: Organizational chart with the Communications Specialist, Engineering Specialist, and Mass Care Specialist underneath the Operations Section.

## Operations Section: Expanding

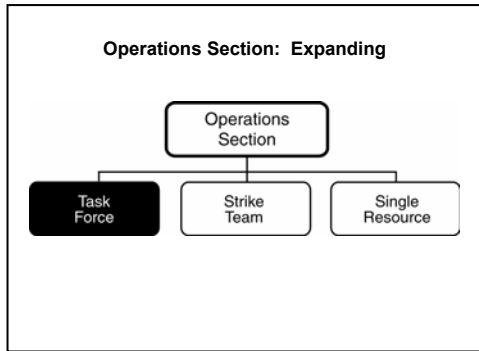


Above: Organizational chart with the Transportation Specialist, Communications Specialist, Engineering Specialist, Fire Behavior Specialist, and Mass Care Specialist under the Operations Section.

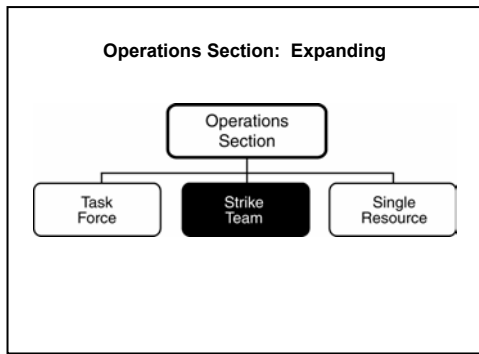
Tell the students that the Incident Commander or Operations Section Chief at an incident may work initially with only a few single resources or staff members.

Point out that the Operations Section usually develops from the bottom up. The organization will expand to include needed levels of supervision as more and more resources are deployed.

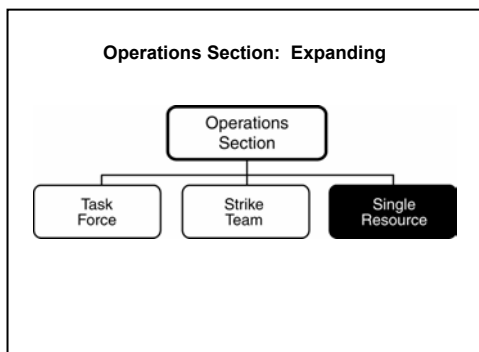
## Operations Section: Expanding and Contracting (Continued)



Above: Organizational chart with a Task Force (highlighted), Strike Team, and Single Resource underneath the Operations Section.



Above: Organizational chart with a Task Force, Strike Team (highlighted), and Single Resource underneath the Operations Section.



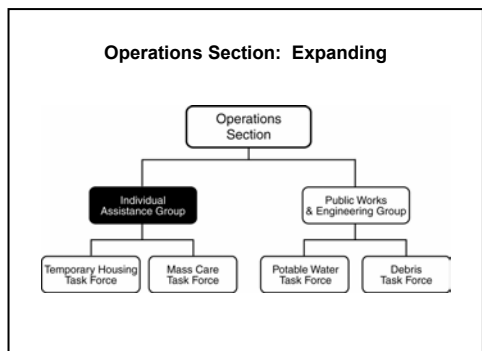
Above: Organizational Chart with a Task Force, Strike Team, and Single Resource (highlighted) underneath the Operations Section.

Explain that **Task Forces** are a combination of mixed resources with common communications operating under the direct supervision of a **Leader**. Task Forces can be versatile combinations of resources and their use is encouraged. The combining of resources into Task Forces allows for several resource elements to be managed under one individual's supervision, thus lessening the span of control of the Supervisor.

Tell the students that **Strike Teams** are a set number of resources of the same kind and type with common communications operating under the direct supervision of a **Leader**. Strike Teams are highly effective management units. The foreknowledge that all elements have the same capability and the knowledge of how many will be applied allows for better planning, ordering, utilization, and management.

Stress that **Single Resources** may be individuals, a piece of equipment and its personnel complement, or a crew or team of individuals with an identified supervisor that can be used at an incident.

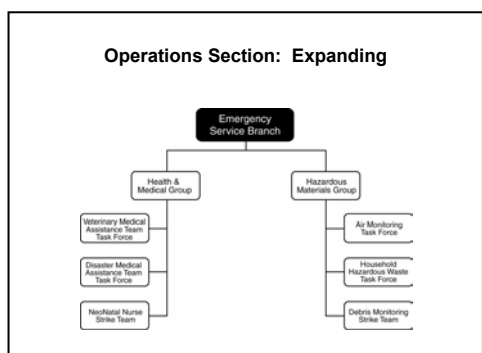
## Operations Section: Expanding and Contracting (Continued)



Above: Organizational chart with an Individual Assistance Group (highlighted) and Public Works & Engineering Group underneath the Operations Section. A Temporary Housing Task Force and Mass Care Task Force are underneath the Individual Assistance Group, Potable Water Task Force and Debris Task Force are underneath Public Works & Engineering Group.

Remind the students that it is important to maintain an effective span of control. Maintaining span of control can be done easily by grouping resources into Divisions or Groups.

Use the visual to illustrate how using groups to expand the Operations Section helps to maintain an effective span of control.

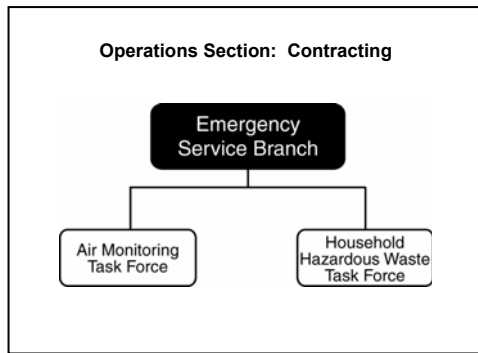


Above: Emergency Services Branch (highlighted) with two subordinate groups, Health & Medical Group and Hazardous Materials Group. The Health & Medical Group is divided into the Veterinary Medical Assistance Team Task Force, Disaster Medical Assistance Team Task Force, and NeoNatal Nurse Strike Team. The Hazardous Materials Group is divided into the Air Monitoring Task Force, Household Hazardous Waste Task Force, and Debris Monitoring Strike Team.

Tell the students that another way to add supervision levels is to create Branches within the Operations Section.

Use the visual to illustrate how expanding the Operations Section using Branches helps to maintain span of control.

Remind the group that the decision to expand the organization is driven by span-of-control requirements from the bottom of the organization.

**Operations Section: Expanding and Contracting  
(Continued)**

*Above: Emergency Services Branch divided into the Air Monitoring Task Force and the Household Hazardous Waste Task Force.*

Explain that at some point, the Operations Section and the rest of the ICS organization will contract. The decision to contract will be based on the achievement of tactical objectives. Demobilization planning begins upon activation of the first personnel and continues until the ICS organization ceases operation.

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**Activity: Operations Section**

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**Purpose:** The purpose of this activity is to check the students' knowledge of how the Operations Section expands and contracts.

**Instructions:** Follow the step below to conduct this activity.

1. For each statement in the activity, ask the group how the Operations Section is expanding (i.e., what type of resource is being described).
2. If necessary to resolve confusion, define each type of organizational structure to the group again. Provide additional examples, as necessary to resolve the students issues.

**Activity Answer Key: Operations Section****Correct Answers:****Statement 1:**

Community Relations personnel are now being deployed to gather information about Human Services needs in six counties. The person in charge of each county is designated as a Supervisor.

**What type of ICS organizational structure is being described?**

- ☐ Strike Team
- ☐ Task Force
- ☒ **Division**

**Divisions** are used to divide an incident geographically. The person in charge of each Division is designated as a Supervisor.

**Statement 2:**

Veterinary technicians, sanitation workers, and disposal equipment are grouped together, under a common supervisor, to handle the removal of dead animals from the flooded area.

**What type of ICS organizational structure is being described?**

- ☐ Strike Team
- ☒ **Task Force**
- ☐ Division

**Task Forces** are a combination of mixed resources with common communications operating under the direct supervision of a Leader.

**Statement 3:**

A U.S. Army Corps of Engineers specialist has been assigned to inspect the levee system in the Quincy area.

**What type of ICS organizational structure is being described?**

- ☐ Strike Team
- ☒ **Single Resource**
- ☐ Branch

**Single Resources** are an individual, a piece of equipment and its personnel complement, or a crew or team of individuals with an identified supervisor that can be used at an incident.

## Activity Answer Key: Operations Section (Continued)

## Statement 4:

HazMat technicians, with the same equipment, training, and capability, are being used to respond to hazardous materials situations in the six-county area. A common communications system links the different crews under the direct supervision of a Leader.

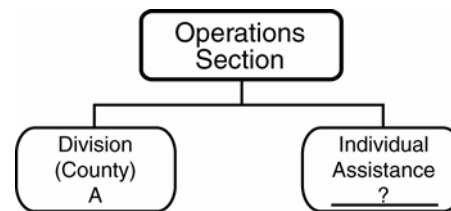
What type of ICS organizational structure is being described?

- ☒ **Strike Team**
- ☐ Single Resource
- ☐ Group

**Strike Teams** are a set number of resources of the same kind and type with common communications operating under the direct supervision of a Strike Team Leader.

## Statement 5:

Incident objectives and resources are expanding daily. To maintain span of control, the Operations Section Chief is organizing Individual Assistance into an organizational component that is managed by a Supervisor.



Above: Operations Section chart with Division (County) A and Individual Assistance blank for filling in the answer to the question below.

On the organizational chart, the title of this component would be called the Individual Assistance \_\_\_\_\_.

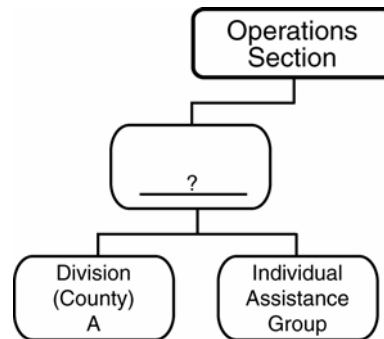
- ☐ Unit
- ☐ Team
- ☒ **Group**

**Groups** are used to describe functional areas of operations. The person in charge of each Group is designated as the Group Supervisor.

## Activity Answer Key: Operations Section (Continued)

## Statement 6:

As the operation expands even further, the Operations Section Chief appoints several Directors to manage the Divisions and Groups.



Above: Operations Section chart with a blank area underneath the Operations Section and above the Division (County) A and Individual Assistance Group.

On the organizational chart, the title of the organizational component managed by a Director would be called the \_\_\_\_\_.

- ☐ Human Services Subsection
- ☒ **Human Services Branch**
- ☐ Human Services Directorate

**Branches** are used when the number of Divisions or Groups extends the span of control and can be either geographical or functional.



## The Planning Section

Explain that the Incident Commander will determine if there is a need for a Planning Section and designate a Planning Section Chief. If no Planning Section is established, the Incident Commander will perform all planning functions. It is up to the Planning Section Chief to activate any needed additional staffing.

## Role of the Planning Section Chief

### Planning Section Chief Roles

- Gathers and analyzes information
- Gathers, analyzes, and disseminate intelligence and information
- Manages the planning process
- Compiles and develops the Incident Action Plan
- Manages the activities of Technical Specialists
- Works closely with the Incident Commander and General Staff

Provide the following responsibilities of the Planning Section Chief:

- Gathering and analyzing information
- Gathering, analyzing, and disseminating of intelligence and information
- Managing the planning process
- Compiling the Incident Action Plan
- Developing a written Incident Action Plan (usually done for large incidents, and when the Incident Commander has directed)
- Managing the activities of Technical Specialists
- Working closely with the Incident Commander and other members of the General Staff to be sure that information is shared effectively and results in an efficient planning process to meet the needs of the Incident Commander and Operations

## Planning Section: Major Activities

### Planning Section: Major Activities

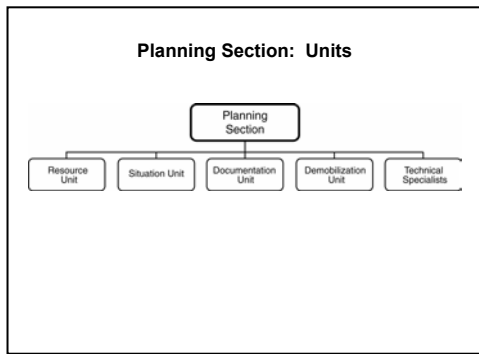


Above: ICS organizational chart with Planning Section highlighted.

Describe the following major activities of the Planning Section:

- Collecting, evaluating, and displaying incident intelligence and information
- Preparing and documenting Incident Action Plans
- Conducting long-range and/or contingency planning
- Developing plans for demobilization as the incident winds down
- Maintaining incident documentation
- Tracking resources assigned to the incident

## Planning Section: Units



Above: Planning Section organizational chart with five subordinate components: Resource Unit, Situation Unit, Documentation Unit, Demobilization Unit, and Technical Specialists.

Tell the students that the Planning Section can be further staffed with four Units.

- Resources
- Situation
- Documentation
- Demobilization

Provide examples of task that each of these units would complete in a Federal response.

In addition, Technical Specialists who provide special expertise useful in incident management and response may also be assigned to work in the Planning Section. Depending on the needs, Technical Specialists may also be assigned to other Sections in the organization.

## Incident Action Plan

Explain that every incident must have a verbal or written Incident **Action Plan**. The purpose of this plan is to provide all incident supervisory personnel with direction for actions to be implemented during the operational period identified in the plan.

Point out that Incident Action Plans include the measurable tactical operations to be achieved and are prepared around a timeframe called an **Operational Period**.

Tell the students that at the simplest level, all Incident Action Plans must have four elements:

## Incident Action Plan Elements

- **What** do we want to do?
- **Who** is responsible for doing it?
- **How** do we communicate with each other?
- **What** is the procedure if someone is injured?

- **What** do we want to do?
- **Who** is responsible for doing it?
- **How** do we communicate with each other?
- **What** is the procedure if someone is injured?

## The Logistics Section

Explain that the Incident Commander will determine if there is a need for a Logistics Section at the incident, and designate an individual to fill the position of the Logistics Section Chief. If no Logistics Section is established, the Incident Commander will perform all logistical functions. The size of the incident, complexity of support needs, and the incident length will determine whether a separate Logistics Section is established. Additional staffing is the responsibility of the Logistics Section Chief.

## Role of the Logistics Section Chief

### Logistics Section Chief: Role

- Provides resources and services to support the incident.
- Develops portions of the IAP.
- Contracts for goods and services.

Point out that Logistics can make or break an incident response. The Logistics Section Chief assists the Incident Commander by providing the resources and services required to support incident activities. He or she will coordinate activities very closely with the other members of the Command and General Staff.

Explain that the Logistics Section develops several portions of the written Incident Action Plan and forwards them to the Planning Section. Logistics and Finance have to work closely to contract for and purchase goods and services needed at the incident.

## Logistics Section: Major Activities

### Logistics Section: Major Activities



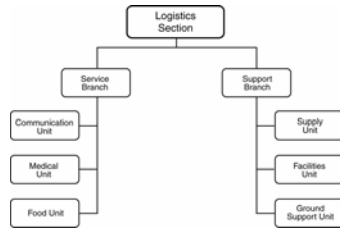
Describe the responsibilities of the Logistics Section regarding the services and support needs:

- Obtaining, maintaining, and accounting for essential personnel, equipment, and supplies
- Providing communication planning and resources
- Setting up food services
- Setting up and maintaining incident facilities
- Providing support transportation
- Providing medical services to incident personnel

*Above: ICS organizational chart with Logistics Section highlighted.*

## Logistics Section: Branches and Units

Logistics Section: Branches and Units



Above: Logistics Section organizational chart showing the Service Branch and the Support Branch and three subordinate branches under each.

Point out that the Logistics Section can be further staffed by two Branches and six Units.

The units under the Services Branch include:

- Communications.
- Medical (for response personnel only).
- Food.

The units under the Support Branch include:

- Supply.
- Facilities.
- Ground Support.

Provide examples of the tasks that each of these units would complete during a Federal response.

Remind the students that not all of the Units may be required; they will be established based on need. The titles of the Units are descriptive of their responsibilities.

## The Finance/Administration Section

### Finance/Administration Section: Major Activities



Above: ICS organizational chart with Finance/Administration Section highlighted.

Tell the students that the Incident Commander will determine if there is a need for a Finance/Administration Section at the incident and designate an individual to fill the position of the Finance/Administration Section Chief.

Explain that if no Finance/Administration Section is established, the Incident Commander will perform all finance functions.

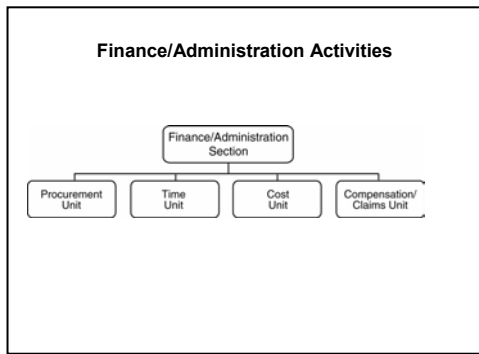
## Role of the Finance/Administration Section Chief

### Finance/Administration Section Chief: Role

- Negotiate contracts
- Time keeping for personnel and equipment
- Documenting and processing claims
- Tracking costs

Point out that the **Finance/Administration Section Chief** is the one who worries about paying for the response efforts. He or she is responsible for all of the financial and cost analysis aspects of an incident. These include contract negotiation, tracking personnel and equipment time, documenting and processing claims for accidents and injuries occurring at the incident, and keeping a running tally of the costs associated with the incident. The Finance/Administration Section Chief does not have financial veto authority.

The Finance/Administration Chief will coordinate with all members of the Command and General Staff, but works most closely with Logistics to be sure that all resources needed to manage the incident are contracted and procured.

**Finance/Administration Section: Major Activities**

*Above: Finance/Administration organizational chart with four subordinate units: Procurement Unit, Time Unit, Cost Unit, and Compensation/Claims Unit.*

Explain that because of the large scope of some incidents, the number of agencies involved, and the amount of financial activity it will generate, the Finance/Administration Section Chief might need to activate all four units that report to him or her. These include the Time, Cost, Compensation and Claims, and Procurement Units.

Provide the following key responsibilities of the Finance/Administration Section:

- Contract negotiation and monitoring
- Timekeeping
- Cost analysis
- Compensation for injury or damage to property

Provide examples of the tasks that these unit perform in a Federal response.

Remind the students that the Finance/Administration Section is set up for any incident that requires incident-specific financial management.

**Role of the Finance/Administration Section: Increasing Use**

Explain that more and more larger incidents are using a Finance/Administration Section to monitor costs. Smaller incidents may also require certain Finance/Administration support.

Provide the following example:

The Incident Commander may establish one or more Units of the Finance/Administration Section for such things as procuring special equipment, contracting with a vendor, or making cost estimates for alternative response strategies.

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**Activity: Expanding and Contracting the ICS Organization**

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**Purpose:** The purpose of this activity is to ensure the students' understanding of how the ICS organization expands and contracts.

**Instructions:** Follow the steps below to conduct this activity.

1. Ask the students to turn to the activity on page 3-25 of the Self-Study Guide.
2. Tell the students to work in their table groups to complete this activity.
3. Explain that this activity involves an incident that builds over time. Ask the group to work together to read the scenario and complete the ICS organization in response to the questions.
4. Allow the groups 15 minutes to complete this activity.
5. When all have finished, facilitate a class discussion around the answers.
6. Draw parallels between how the ICS organization in the scenario expands and contracts and how the Federal disaster organization expands and contracts.
7. Be sure to answer any questions the students have about how the ICS organization expands and contracts.

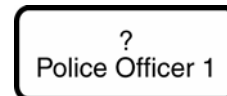
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**Activity Answer Key: Expanding and Contracting the ICS Organization**

---

**Correct Answers:****Scenario 1:**

A commuter train has just derailed. A man, who by chance is an EMT, and his two teenaged children have called 911. A police cruiser is in the area and arrives at the scene almost immediately. The initial ICS organization established to help the passengers in the train is shown below.



*Above: Question mark above Police Officer 1.*

**In the ICS organization described above, Police Officer 1 has assumed which role?**

- ☒ **Incident Commander**
- ☐ Logistics Section Chief
- ☐ Information Officer

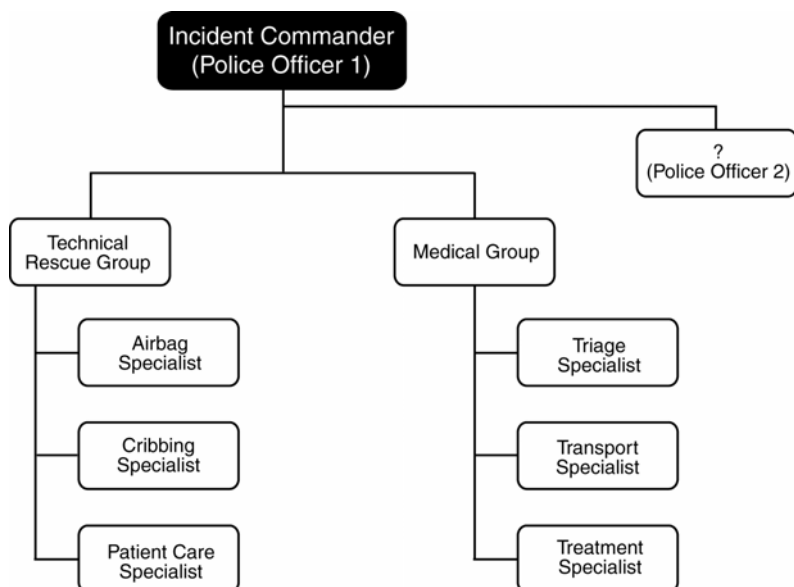
In the ICS organization in the scenario, the police officer has assumed the role of the **Incident Commander**. The Incident Commander has overall responsibility for managing the incident.



**Activity Answer Key: Expanding and Contracting the ICS Organization (Continued)****Scenario 2: The Incident Continues**

Additional resources have joined the incident, including two police cruisers, one rescue unit, and one EMT unit. To reduce his span of control, the Incident Commander organized them into two Groups: a Rescue Group and a Medical Group. The Incident Commander assigns a police officer to oversee:

- Preparing and documenting the Incident Action Plan.
- Conducting contingency planning.
- Maintaining incident documentation.
- Tracking resources assigned to the incident.



Above: Incident Command organizational chart with question mark above Police Officer 2.

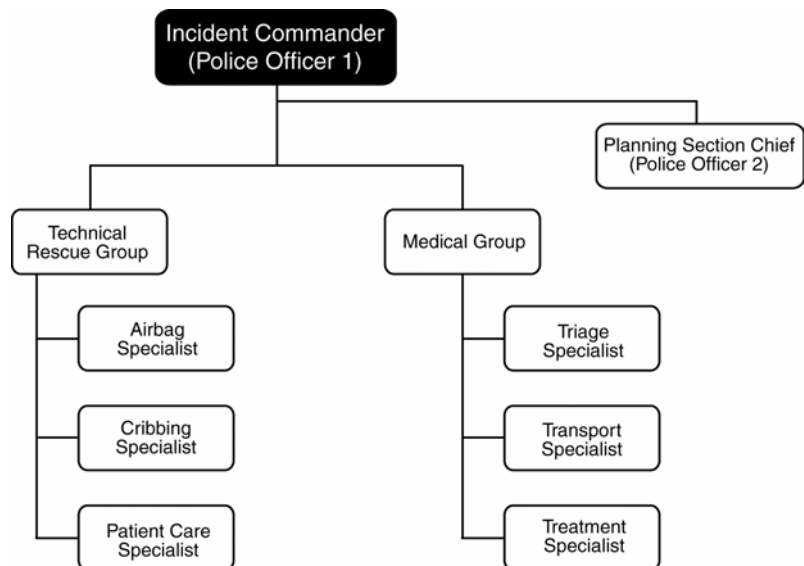
**Activity Answer Key: Expanding and Contracting the ICS Organization (Continued)**

In the ICS organization described, Police Officer 2 has been assigned which role?

- ☐ Deputy Incident Commander
- ☒ **Planning Section Chief**
- ☐ Liaison Officer

In the expanded ICS organization in this scenario, Police Officer 2 has been assigned the role of the **Planning Section Chief**. The Planning Section Chief oversees:

- Preparing and documenting the Incident Action Plan.
- Conducting contingency planning.
- Maintaining incident documentation.
- Tracking resources assigned to the incident.

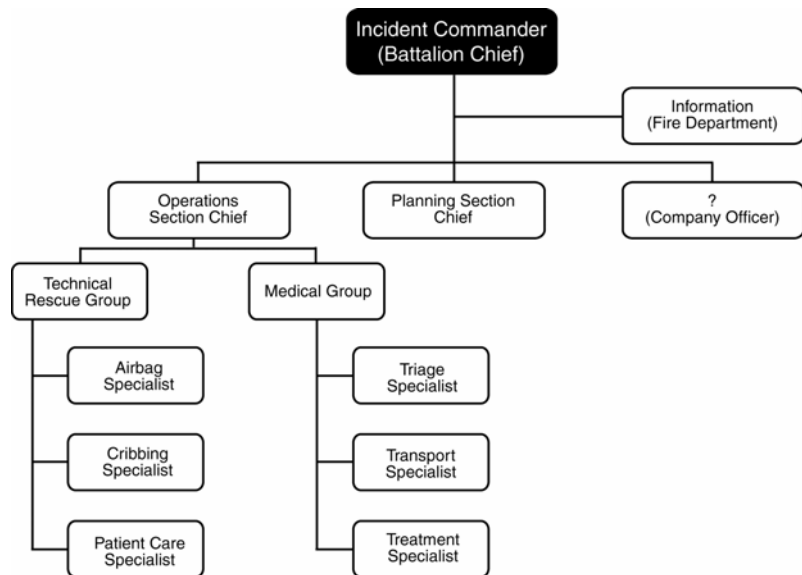


Above: Incident Command organizational chart showing Planning Section Chief (Police Officer 2) identified for this role.

### Activity Answer Key: Expanding and Contracting the ICS Organization (Continued)

#### Scenario 3: The Incident Expands Further

In the final phase of the incident, additional resources arrived, including the fire department's Public Information Officer. The Incident Commander, now a Fire Department Battalion Chief, has assigned a company officer to coordinate the request for and receipt of needed resources.



Above: ICS organization chart with the Incident Commander (Battalion Chief) at top. Three subordinates are the Operations Section Chief, Planning Section Chief, and ? Company Officer.

**Remember:** The Battalion Chief day-to-day title has no bearing on his or her role as Incident Commander.

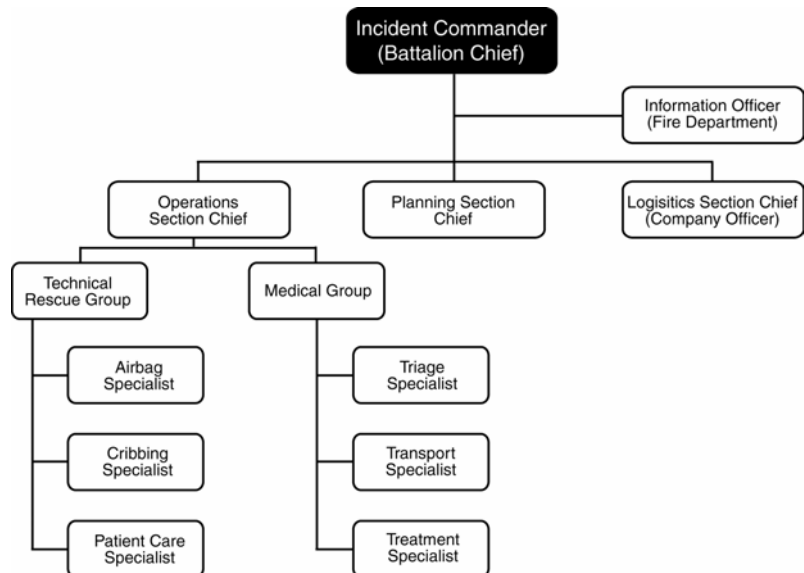
## Activity Answer Key: Expanding and Contracting the ICS Organization (Continued)

In the ICS organization described above, the Fire Department Company Officer has been assigned which role?

- ☐ Finance/Administration Section Chief
- ☒ **Logistics Section Chief**
- ☐ Deputy Incident Commander

In the expanded ICS organization in the scenario, the Company Officer has been assigned the role of **Logistics Section Chief**. The Logistics Section Chief is responsible for the following activities:

- Obtaining, maintaining, and accounting for essential personnel, equipment, and supplies.
- Providing communication planning and resources.
- Setting up food services.
- Setting up and maintaining incident facilities.
- Providing support transportation.
- Providing medical services to incident personnel.



Above: ICS organization chart with the Incident Commander (Battalion Chief) at top. Showing the three subordinates: Operations Section Chief, Planning Section Chief, and Logistics Section Chief (Company Officer).

**Lesson Summary****Lesson 3 Summary**

This lesson addressed the:

- Roles and responsibilities of the General Staff.
- Expansion and contraction of the ICS organization.

Summarize this lesson by explaining that it addressed the:

- Roles and responsibilities of the General Staff.
- Expansion and contraction of the ICS organization.

**Next Lesson**

Point out that the next lesson will provide an overview of the features and principles of ICS.

# **Lesson 4: ICS Features & Principles**

## **Facilitator Guide**

<b>Lesson Purpose</b>	This lesson provides the different elements and principles within ICS.
<b>Lesson 4 Objectives</b>	<p>After completing this lesson, students should be able to:</p> <ul style="list-style-type: none"><li>▪ Use common terminology.</li><li>▪ Identify incident facilities.</li><li>▪ Describe common ICS responsibilities.</li></ul>
<b>Estimated Time</b>	30 minutes
<b>Contents</b>	<p>This lesson includes the following sections:</p> <ul style="list-style-type: none"><li>▪ Communication Within the ICS</li><li>▪ Incident Facilities</li><li>▪ Common Responsibilities</li><li>▪ Lesson Summary</li></ul>
<b>Materials</b>	<ul style="list-style-type: none"><li>▪ Self-Study Guide</li><li>▪ Visuals 4.1 through 4.15</li><li>▪ Projector</li><li>▪ Incident Check-In Form</li></ul>

## Lesson Objectives

### Lesson 4 Objectives

At the end of this lesson, you should be able to:

- Use common terminology.
- Identify incident facilities.
- Describe common ICS responsibilities.

Introduce this lesson by reviewing the lesson objectives.

Tell the students that at the end of this lesson, they should be able to:

- Use common terminology.
- Identify incident facilities.
- Describe common ICS responsibilities.

## Common Technology

Tell the students that the ability to communicate within ICS is absolutely critical. Using standard or common terminology is essential to ensuring efficient, clear communication. ICS requires the use of common terminology, meaning standard titles for facilities and positions within the organization.

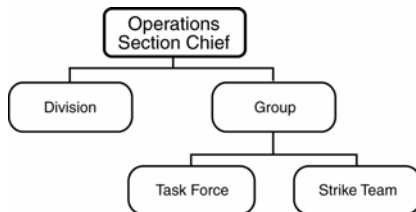
Explain that common terminology also includes the use of "clear text"—that is, communication without the use of agency-specific codes or jargon. **In other words, use plain English.**

**Uncommon Terminology:** "Response Branch, this is HazMat 1, we are 10-24."

**Common Terminology:** "Response Branch, this is HazMat 1, we have completed our assignment."

## Organizational Elements and Resources

### Organizational Elements and Resources



*Above: Organizational chart with Operations Section Chief at the top. A Division and Group report to the Section Chief, and a Task Force and Strike Team are subordinate to the Group.*

Remind the students that organizational elements require a consistent pattern for designating each level within the ICS organization.

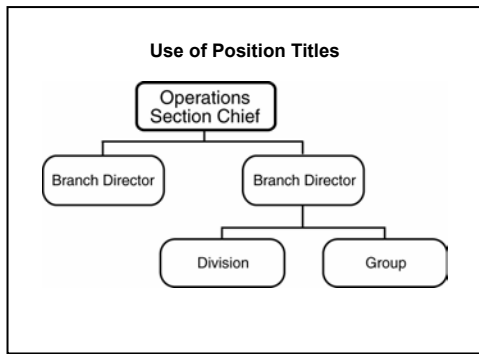
Point out that resources are also assigned common designations. Many kinds of resources may also be classified by type, which will indicate their capabilities (e.g., types of helicopters, sprayers, etc.).



## Organizational Facilities

Explain that common terminology is also used to define incident facilities, help clarify the activities that take place at a specific facility, and identify what members of the organization can be found there.

## Use of Position Titles



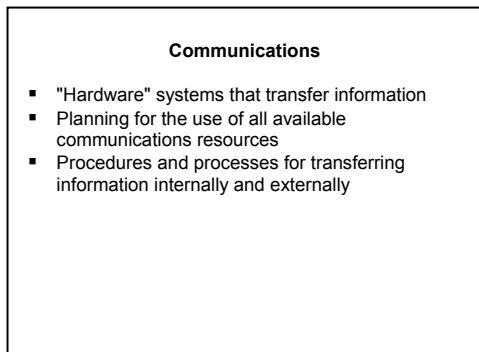
Above: Organizational chart with the Branch Director under the Operations Section Chief and the Division and Groups under the Branch Director.

Remind the students that ICS Command and General Staff positions have distinct titles.

- Only the **Incident Commander** is called **Commander**.
- Only the heads of the **Sections** in the General Staff are called **Chiefs**.

Stress that learning and using this standard terminology helps reduce confusion between the day-to-day position occupied by an individual and his or her position at the incident.

## Integrated Communications



Tell the students that every incident requires a Communications Plan. Communications includes:

- The "hardware" systems that transfer information.
- Planning for the use of all available communications resources.
- The procedures and processes for transferring information internally and externally.

Point out that communications needs for large incidents may exceed available radio frequencies. Some incidents are conducted entirely without radio support. In such situations, other communications resources (cell phones, alpha pagers, e-mail, and secure phone lines) may be the only communication methods used to coordinate communication and to transfer large amounts of data efficiently.

## Understanding Incident Facilities

Explain that incident activities may be accomplished from a variety of facilities. Facilities will be established depending on the kind and complexity of the incident or event. It is important to know and understand the names and functions of the principal ICS facilities.

Only those facilities needed for any given incident may be activated. Some incidents may require facilities not included in the standard list.

## Incident Facilities: Virtual Tour

### Incident Facilities

- **Incident Command Post (ICP):** Where the Incident Commander oversees the incident
- **Staging Areas:** Where resources are kept while waiting to be assigned
- **Base:** Where primary logistics functions are coordinated and administered
- **Camps:** Where resources may be kept
- **Helibase/Helispot:** The area from which helicopter operations are conducted

Describe the following standard ICS incident facilities:

- **Incident Command Post (ICP):** Where the Incident Commander oversees the incident. Every incident or event will have an ICP.
- **Staging Areas:** Where resources are kept while waiting to be assigned.
- **Base:** Where primary logistics functions are coordinated and administered.
- **Camps:** Where resources may be kept.
- **Helibase/Helispot:** The area from which helicopter operations are conducted.

Only those facilities needed for any given incident will be activated.

The **Incident Command Post**, or ICP, is the location from which the Incident Commander oversees all incident operations. There is only one ICP for each incident or event. Every incident or event must have some form of an Incident Command Post. The ICP may be located in a vehicle, trailer, tent, or within a building. The ICP will be positioned outside of the present and potential hazard zone but close enough to the incident to maintain command.

## Incident Facilities: Virtual Tour (Continued)

Provide a description of the following areas within the incident facilities:

- **Staging Areas** are temporary locations at an incident where personnel and equipment are kept while waiting for tactical assignments. Staging Areas should be located close enough to the incident for a timely response, but far enough away to be out of the immediate impact zone. There may be more than one Staging Area at an incident. Each Staging Area will have a Staging Area Manager who reports to the Operations Section Chief or to the Incident Commander if an Operations Section has not been established.
- A **Base** is the location from which primary logistics functions are coordinated and administered. The Base may be collocated with the Incident Command Post. There is only one Base per incident.
- A **Camp** is the location where resources may be kept to support incident operations if a Base is not accessible to all resources. Not all incidents will have Camps.
- A **Helibase** is the location from which helicopter-centered air operations are conducted. Helibases are generally used on a more long-term basis and include such services as fueling and maintenance.
- **Helispots** are more temporary facilities used for loading and unloading personnel and cargo. Large incidents may require more than one Helibase and several Helispots.

## Tips for Preparing for ICS Assignments

Read the following tips for preparing for ICS assignments:

### Dr. Bill Smith, USDA, Veterinary Services:

*"My tips would be follow, don't reinvent. Work within the ICS structure because it's proven to be successful and let it work for you. Don't get in there and say well, we don't do it this way, try it their way, you'll be surprised."*

### Van Bateman, USDA, Forest Service:

*"Make sure you know exactly what your responsibility is, exactly what's expected of you. Make sure that whoever you are working for on that given day sits down and gives you a very complete briefing on what to expect that day and what you are going to be doing and where you are going to be doing it at."*

## General Guidelines—Lengthy Assignments

### Lengthy Assignments: Items to Take

- Travel kit.
- Personal items.
- Travel authorization number.
- Passport and birth certificate (for OCONUS assignments).

Explain that many incidents last only a short time, and may not require travel. Other deployments may require a lengthy assignment away from home. General guidelines for what to take on incidents requiring extended stays or travel are listed below:

- Assemble a travel kit containing any special technical information (e.g., maps, manuals, contact lists, and reference materials).
- Prepare personal items needed for your estimated length of stay, including medications, cash, credit cards, etc.
- Take your passport and birth certificate for OCONUS assignments.

Point out that other information you will need includes:

- Travel and transportation arrangements.
- Return mode of transportation.
- Payroll procedures.

Remind the group to ensure that their family knows your destination and how to get in touch.

## General Guidelines—Roles and Authorities

## Roles and Authorities

- Review assignment.
- Establish a clear understanding of your decisionmaking authority.
- Determine procedures for contacting your headquarters or home office (if necessary).
- Identify purchasing authority and procedures.
- Determine how food and lodging will be provided.

Point out that in addition to preparing for your travel arrangements, it is important to understand your role and authorities.

- Review your emergency assignment. Know who you will report to and what your position will be.
- Establish a clear understanding of your decisionmaking authority.
- Determine communications procedures for contacting your headquarters or home office (if necessary).
- Identify purchasing authority and procedures.
- Determine how food and lodging will be provided (incident, personal, and agency).

## Actions Prior to Departure

## Actions Prior to Departure

- Incident type and name or designation
- Incident check-in location
- Specific assignment
- Reporting date and time
- Travel instructions
- Communications instructions
- Special support requirements
- Travel authorization

Explain that upon receiving an incident assignment, your deployment briefing should include, but may not be limited to, the following information:

- Incident type and name or designation
- Incident check-in location
- Specific assignment
- Reporting date and time
- Travel instructions
- Communications instructions
- Special support requirements (facilities, equipment transportation and off-loading, etc.)
- Travel authorization for air, rental car, lodging, meals, and incidental expenses

## Check-In at the Incident

## Check-In at the Incident

- Ensure personnel accountability.
- Track resources.
- Prepare personnel for assignments and reassignments.
- Locate personnel in case of an emergency.
- Establish personnel time records and payroll.
- Plan for releasing personnel.
- Organize the demobilization process.

Tell the students that check-in officially logs you in at the incident. The check-in process and information helps to:

- Ensure personnel accountability.
- Track resources.
- Prepare personnel for assignments and reassignments.
- Locate personnel in case of an emergency.
- Establish personnel time records and payroll documentation.
- Plan for releasing personnel.
- Organize the demobilization process.

## Check-In at the Incident (Continued)

## Check-In Locations

- The Incident Command Post (Resources Unit)
- Base or Camp(s)
- Staging Areas
- The Helibase

Tell the students that they will only need to check in only once. **Check-in locations** may be found at several incident facilities, including:

- The Incident Command Post (Resources Unit).
- Base or Camp(s).
- Staging Areas.
- The Helibase.

Note that these locations may not all be activated at every incident.

Explain that check-in information is usually recorded on ICS Form 211, Check-In List. **(A copy of this form is included on pages 16 and 17.)**

## Initial Incident Briefing

## Initial Incident Briefing

Briefings received and given should include:

- Situation assessment.
- Specific job responsibilities.
- Coworkers.
- Work area.
- Eating and sleeping arrangements.
- Instructions for obtaining additional supplies, services, and personnel.
- Operational periods/work shifts.
- Required safety procedures and PPE.

Tell the students that after check-in, they will need to locate their incident supervisor and obtain their **initial briefing**. Explain that the briefing information helps plan their tasks and communicate with others. Briefings received and given should include:

- Current situation assessment.
- Identification of your specific job responsibilities.
- Identification of coworkers.
- Location of work area.
- Identification of eating and sleeping arrangements, as appropriate.
- Procedural instructions for obtaining additional supplies, services, and personnel.
- Operational periods/work shifts.
- Required safety procedures and Personal Protective Equipment (PPE), as appropriate.

## Incident Recordkeeping

## Incident Recordkeeping

- Print or type all entries.
- Enter dates by month/day/year format.
- Enter date and time on all forms and records. Use local time.
- Fill in all blanks. Use N/A as appropriate.
- Use military 24-hour time.

Remind the students that all incidents require some form of **recordkeeping**. Requirements vary depending upon the agencies involved and the nature of the incident. Detailed information on using ICS forms will be covered in other training sessions, or may be found in the Forms Manual.

Below are general guidelines for incident recordkeeping:

- Print or type all entries.
- Enter dates by month/day/year format.
- Enter date and time on all forms and records. Use local time.
- Fill in all blanks. Use N/A as appropriate.
- Use military 24-hour time.

## Communications Discipline

### Communications Discipline

- Observe strict radio/telephone procedures.
- Use plain English in all communications.
- Limit radio and telephone traffic to essential information only.
- Follow procedures for secure communications as required.

Describe the following important considerations related to communications:

- Observing strict radio/telephone procedures.
- Using plain English in all communications. Codes should not be used in radio transmissions. Limit the use of discipline-specific jargon, especially on interdisciplinary incidents.
- Limiting radio and telephone traffic to essential information only. Plan what you are going to say.
- Following procedures for secure communications as required.

## Incident Demobilization

### Incident Demobilization

- Complete work assignments.
- Brief replacements, subordinates, and supervisor.
- Follow check-out procedures.
- Provide followup contact information.

Point out that Agency requirements for demobilization may vary considerably. General demobilization guidelines for all personnel are to:

- Complete all work assignments.
- Brief replacements, subordinates, and supervisor.
- Follow incident and agency check-out procedures.
- Provide adequate followup contact information.
- Return any incident-issued equipment or other nonexpendable supplies.
- Complete postincident reports, critiques, evaluations, and medical followup.
- Complete all payment and/or payroll issues or obligations.
- Report to assigned departure points on time or slightly ahead of schedule.
- Stay with your group until you arrive at your final destination (as appropriate).

### Incident Demobilization

- Return incident-issued equipment.
- Complete postincident reports, critiques, evaluations, and medical followup.
- Resolve payment and/or payroll issues.
- Report to assigned departure points.
- Stay with your group.

---

**Discussion: ICS Principles**

**Purpose:** The purpose of this discussion is to illustrate how ICS elements and principles can be applied on a Federal response.

**Instructions:** Facilitate a class discussion around the following questions:

1. Why is the use of common terminology important at a disaster site?
2. What disaster facility is the equipment of the Incident Command Post? The Incident Base? Staging Areas?
3. Why is checking in and out of an incident so critical?

Be sure to answer any questions the students have before continuing.



[illegible]

Agency	Single	Kind	Type	I.D. No/Name	Order/Request Number	Date/ Time Check-In	Leader's Name	Total No. Personnel	Manifest Yes No		Crew or Individual's Weight	Home Base	Departure Point	Method of Travel	Incident Assignment	Other Qualifications	Sent to RESTAT Time/Int
Page 12 of				17. Prepared by (Name and Position) Use back for remarks or comments													

**Lesson Summary****Lesson 4 Summary**

This lesson addressed:

- Requirement for common terminology.
- Incident facilities.
- Common ICS responsibilities.

Summarize this lesson by explaining that it addressed:

- The need for common terminology in all incident communications. Using standard or common terminology (clear text) is essential to ensuring efficient, clear communication.
- Incident facilities will be established depending on the kind and complexity of the incident or event. Only those facilities needed for any given incident will be activated.
- Common ICS responsibilities include preparing travel arrangements, understanding your role and authorities, the check-in process, incident recordkeeping, and preparing for demobilization.

**Next Lesson**

Point out the students have now completed all of the ICS content lessons! Explain that when they are ready, they should proceed to the Course Summary and Posttest. Remind the students that in order to receive credit for the course, they must complete the posttest.

# **Lesson 5: Course Summary and Posttest**

## **Facilitator Guide**

<b>Lesson Purpose</b>	This lesson provides a summary of the Incident Command System course contents.
<b>Lesson 5 Objectives</b>	After completing this lesson, students should be able to complete the ICS course posttest.
<b>Estimated Time</b>	30 minutes
<b>Contents</b>	<p>This lesson includes the following sections:</p> <ul style="list-style-type: none"><li>▪ Course Summary</li><li>▪ Taking the Posttest</li></ul>
<b>Materials</b>	<ul style="list-style-type: none"><li>▪ Self-Study Guide</li><li>▪ Visuals 5.1 through 5.11</li><li>▪ Projector</li></ul>

## Lesson Introduction

Tell the students that this lesson will summarize the key points from the entire course and prepare them to take the course posttest.

## The Incident Command System: Summary

### ICS

ICS is:

- A proven management system based on successful business practices.
- The result of decades of lessons learned in the organization and management of emergency incidents.

Review the following key points:

ICS is:

- A proven management system based on successful business practices.
- The result of decades of lessons learned in the organization and management of emergency incidents.

This system represents organizational "best practices," and has become the standard for emergency management across the country.

## Goals of ICS

### Goals of ICS

- Meet the needs of incidents of any kind or size
- Be usable for routine or planned events
- Allow personnel from a variety of agencies to meld rapidly into a common management structure
- Provide logistical and administrative support to ensure that operational staff
- Be cost effective by avoiding duplication of efforts

Review the following key points:

Designers of the system recognized early that ICS must be interdisciplinary and organizationally **flexible** to meet the following management challenges:

- Meet the needs of incidents of any kind or size.
- Be usable for routine or planned events such as conferences, as well as large and complex emergency incidents.
- Allow personnel from a variety of agencies to meld rapidly into a common management structure.
- Provide logistical and administrative support to ensure that operational staff can meet incident objectives.
- Be cost effective by avoiding duplication of efforts.

ICS has been tested in more than 30 years of emergency and non-emergency applications, by all levels of government and in the private sector.

## ICS Application

### ICS Applications

- Routine or planned events
- Fires, hazardous materials, and multicasualty incidents
- Multijurisdiction and multiagency disasters
- Search and rescue missions
- Biological pest eradication programs
- Biological outbreaks and disease containment
- Acts of terrorism

Review the following key points:

Applications for the use of ICS have included:

- Routine or planned events (e.g., celebrations, parades, and concerts).
- Fires, hazardous materials, and multicasualty incidents.
- Multijurisdiction and multiagency disasters such as earthquakes, hurricanes, floods, and winter storms.
- Search and rescue missions.
- Biological pest eradication programs.
- Biological outbreaks and disease containment.
- Acts of terrorism.

## Five Major Management Functions: Summary

Review the following key points:

The five major management functions are:

- Command.
- Operations.
- Planning.
- Logistics.
- Finance/Administration.

### Five Major Management Functions



Above: Incident Command chart showing the five components: Incident Command, Operations Section, Planning Section, Logistics Section, and Finance/Administration Section

## Review: Five Major Management Functions

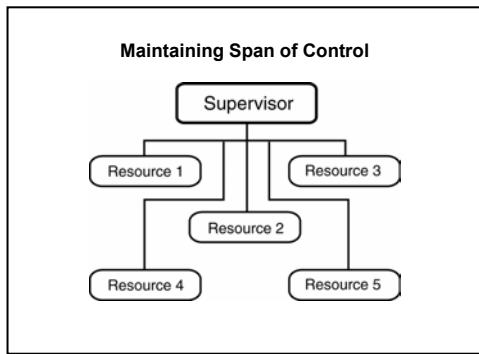
Review the following key points:

### Five Major Management Functions

- Command
- Operations
- Planning
- Logistics
- Finance/Administration

- **Command:** Sets objectives and priorities and has overall responsibility at the incident or event.
- **Operations:** Conducts tactical operations to carry out the plan. Develops the tactical objectives and organization, and directs all tactical resources.
- **Planning:** Prepares and documents the Incident Action Plan to accomplish the objectives, collects and evaluates information, maintains resource status, and maintains documentation for incident records.
- **Logistics:** Provides support to meet incident needs. Provides resources and all other services needed to support the incident.
- **Finance/Administration:** Monitors costs related to the incident. Provides accounting, procurement, time recording, and cost analyses.

## Maintaining Span of Control

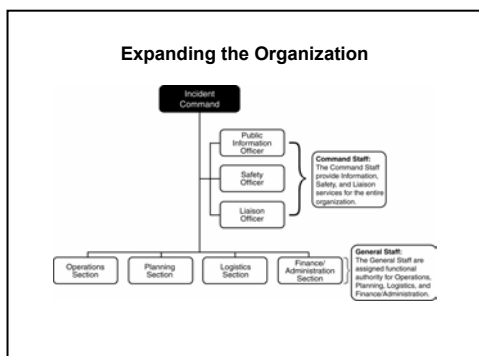


Above: Organizational chart showing five resources reporting to one supervisor.

Review the following key points:

- Maintaining adequate span of control throughout the ICS organization is very important.
- Effective span of control on incidents may vary from three (3) to seven (7), but **a ratio of one (1) supervisor to five (5) reporting elements is recommended.**
- If the number of reporting elements falls outside of these ranges, expansion or consolidation of the organization may be necessary. There may be exceptions, usually in lower-risk assignments or where resources work in close proximity to each other.

## Expanding the Organization: Summary



Above: Organizational chart of Incident Command

Remind the students that as incidents grow, the Incident Commander may delegate authority for performance of certain activities to the Command Staff and the General Staff.

## Review: Command Staff

Review the following key points:

- Command Staff**

  - **Public Information Officer:** Serves as the conduit for information
  - **Safety Officer:** Monitors safety conditions and develops measures for assuring personnel safety
  - **Liaison Officer:** Serves as the primary contact for supporting agencies assisting at the incident

- **Public Information Officer:** Serves as the conduit for information to internal and external stakeholders including the media, or other organizations seeking information directly from the incident or event
  - **Safety Officer:** Monitors safety conditions and develops measures for assuring the safety of all assigned personnel
  - **Liaison Officer:** Serves as the primary contact for supporting agencies assisting at the incident



**Review: General Staff**

Review the following key points:

**Operations Section**

The Operations Section is where the tactical fieldwork is done, and most incident resources are assigned to it. The Operations Section Chief will develop and manage the Operations Section to accomplish the incident objectives set by the Incident Commander. The Operations Section Chief is normally the person with the greatest technical and tactical expertise in dealing with the problem at hand.

**Planning Section**

The major activities of the Planning Section may include:

- Collecting, evaluating, and displaying intelligence and information about the incident.
- Preparing and documenting Incident Action Plans.
- Conducting long-range and/or contingency planning.
- Developing plans for demobilization as the incident winds down.
- Maintaining incident documentation.
- Tracking resources assigned to the incident.

**Logistics Section**

The Logistics Section is responsible for all of the services and support needs of an incident, including:

- Obtaining and maintaining essential personnel, equipment, and supplies.
- Providing communication planning and resources.
- Setting up food services.
- Setting up and maintaining incident facilities.
- Providing transportation.
- Providing medical services to incident personnel.

**Finance/Administration Section**

The Finance/Administration Section is set up for any incident that requires incident-specific financial management. The Finance/Administration Section is responsible for:

- Contract negotiation and monitoring.
- Timekeeping.
- Cost analysis.
- Compensation for injury or damage to property.

## Communications: Summary

Review the following key points:

Every incident requires a Communications Plan. The ability to communicate within the ICS is absolutely critical. An essential method for ensuring the ability to communicate is by using standard or common terminology.

### Common Terminology

ICS requires the use of common terminology, meaning standard titles for facilities and positions within the organization. Common terminology also includes the use of "clear text"—that is, communication without the use of agency-specific codes or jargon. **In other words, use plain English.**

- **Common Terminology:** "Response Branch, this is HazMat, we have completed our assignment."
- **Uncommon Terminology:** "Response Branch, this is HazMat, we are 10-24."

### Integrated Communications

Every incident requires a Communications Plan. Communications includes:

- The "hardware" systems that transfer information.
- Planning for the use of all available communications frequencies and resources.
- The procedures and processes for transferring information internally and externally.

## Standard Incident Facilities: Summary

### Standard Incident Facilities

- **Incident Command Post:** Where the Incident Commander oversees the incident response
- **Staging Areas:** Where resources are kept while waiting to be assigned
- **Base:** Where primary logistics functions are coordinated and administered
- **Camps:** Where resources may be kept
- **Helibase/Helispot:** The area from which helicopter operations are conducted

Review the following key points:

The standard ICS incident facilities include:

- **Incident Command Post:** Where the Incident Commander oversees the incident response
- **Staging Areas:** Where resources are kept while waiting to be assigned
- **Base:** Where primary logistics functions are coordinated and administered
- **Camps:** Where resources may be kept
- **Helibase/Helispot:** The area from which helicopter operations are conducted

**Common Responsibilities: Summary****Common Responsibilities**

- Preparing for extended stay or out-of-jurisdiction travel
- Understanding your role and authorities
- Checking in at the incident
- Locating your incident supervisor and obtaining your initial briefing
- Keeping appropriate records
- Following procedures for secure communications
- Understanding your requirements for demobilization

Review the following key points:

Common responsibilities associated with ICS assignments include:

- Preparing for extended stay or out-of-jurisdiction travel.
- Understanding your role and authorities.
- Checking in at the incident.
- Locating your incident supervisor and obtaining your initial briefing.
- Keeping appropriate records.
- Following procedures for secure communications as required.
- Understanding your requirements for demobilization.

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**Taking the Posttest**

Tell the students that they should now be ready to take the ICS-100 posttest. Explain that the purpose of the test is to make sure that they have learned the course content. Tell them that the posttest includes 25 multiple-choice items. Remind the students that they must answer 70% of the questions correctly to receive credit.